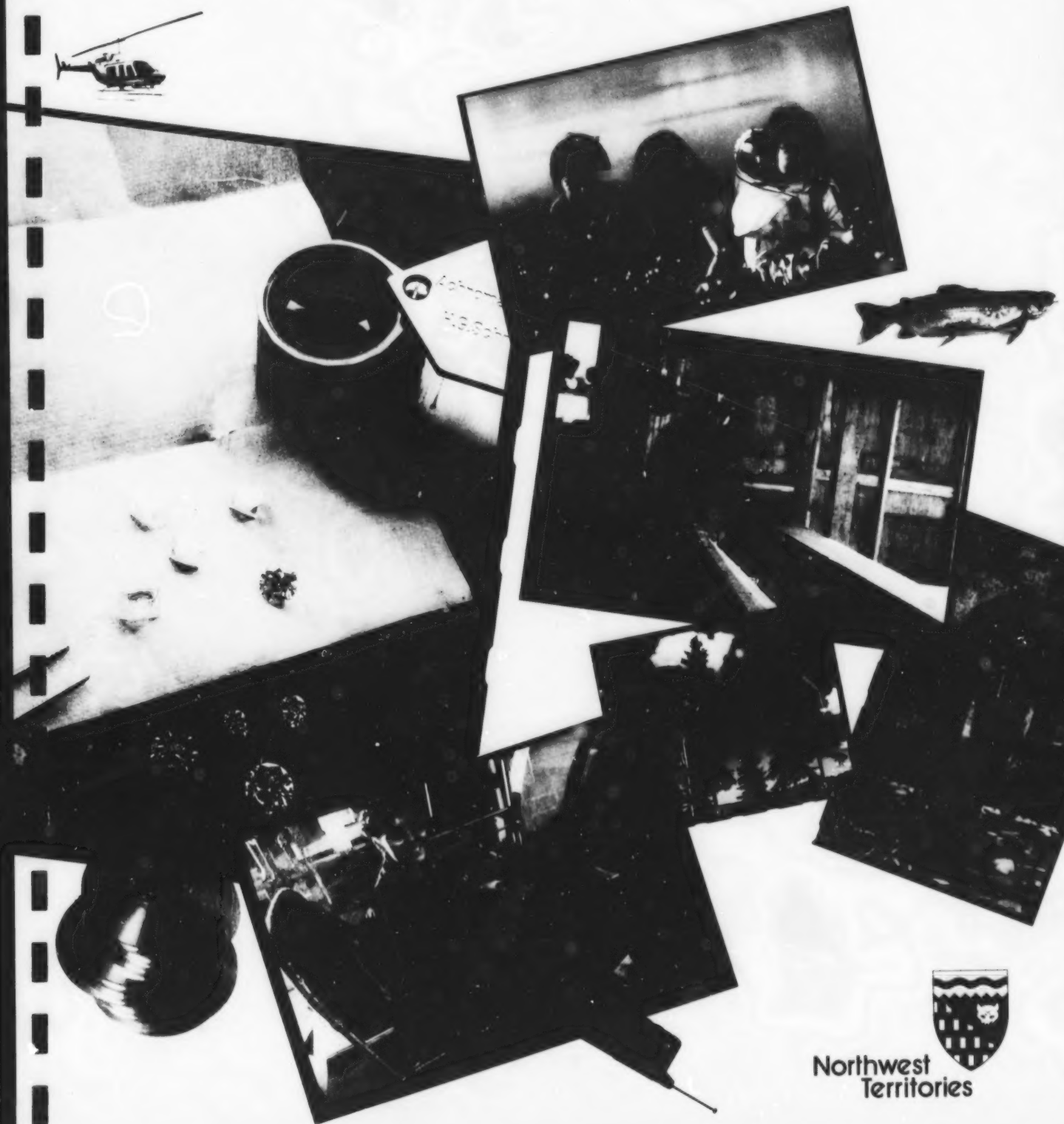
Results Reports

Northwest Territories • 1998-1999



Northwest Territories

RESULTS REPORT

1998-1999

NORTHWEST TERRITORIES

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DEPARTMENT OF EXECUTIVE

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Goal	Strategies	Standards or Targets	Results Achieved
Establishment of two new governments in the east and west by April 1, 1999, while maintaining program and service levels.	1. Strategy for the establishment of two new territories: • Facilitate the development of division implementation/transitional plans for all government departments/agencies. • Improve ongoing relations with NTI, NIC, DIAND, and the Western Leaders' Coalition by ensuring communication and consultations on all activities related to the creation of two new territories. • Develop and implement protocols on staffing and contracting and inter-governmental agreements with the Office of the Interim Commissioner. • With Finance and others, negotiate formula financing agreements for two new territories, including identifying incremental infrastructure needs. • With Justice and others, revise statutes for Division, as required.	• Programs and services are not disrupted. • Consistency in planning and implementation across the government. • Consistency with organizational model proposed by NIC. • Consistent messages and communication from GNWT to affected parties. • Adequate funding is secured. • Timely amendments to legislation.	• GNWT worked with OIC, Government of Nunavut and the federal government to ensure a smooth transition would occur – program and service delivery was maintained, east & west • GNWT negotiated intergovernmental service contracts with OIC to provide services to Nunavut after April 1, where GN would not yet be prepared to do so • GNWT facilitated and maintained positive working relationships with all parties, east and west • Two 5 year Formula Financing Agreements were negotiated with the federal government for NWT and Nunavut • GNWT worked with OIC's legal advisors to ensure timely development of legislation • GNWT worked with OIC to ensure GN's operational needs were met, including the transfer of staff, transfer of records, etc
	2. Establishment of territorial women's groups in each territory: • To assist Women's Groups in Nunavut to host a conference to determine representation after April 1, 1999. • To assist Women's Groups in the Western Arctic to host a conference to determine representation after April 1, 1999.	• Presence in each new territory focused on the equal participation of women in society. • Women's issues continue to be represented in government decision-making in both new territories.	• Women's conferences were held in March 1999 in both Yellowknife and Rankin Inlet. Both were seen as instrumental in eliciting grass roots involvement and advice, and in affirming the role of women's organizations in each new territory

Goal	Strategies	Standards or Targets	Results Achieved
	3. Communication plan for the Division Secretariat: • Create and maintain a positive profile for the GNWT as a credible and effective party in the Division process.	• Improved working relationships with key stakeholders. • Increase in positive focus and accurate media coverage, particularly outside of the NWT.	• GNWT was viewed as a facilitator by all parties in the creation of Nunavut. GNWT played an essential role in ensuring operational needs were met and in supporting GN and OIC in fulfilling their respective roles.
Establishment of two new governments in the east and west by April 1, 1999, while maintaining program and service levels.	4. Confirming a role for two new territories: • Inform Prime Minister, Premiers and appropriate federal/provincial ministers about the election of two new governments in 1999. • Confirm the inclusion of both new territorial governments in federal/provincial processes.	• Premiers publicly acknowledge the inclusion of two new territories at Annual Premier's Conference. • Nunavut invited as an observer to Atlantic Premiers' Conference. • Develop intergovernmental plans for two new governments.	• Division and the creation of two new territories was the central focus for the GNWT in 98-99 and, as such, federal and provincial governments were kept well apprised of progress and the anticipated roles of both new governments. • GNWT worked to facilitate and provide advice to GN and OIC on the development of intergovernmental strategies and plans
Promote the Northwest Territories through co-operation at the regional, national and international levels.	5. Intergovernmental Affairs strategy: • Establish a framework for determining the involvement of the GNWT in its relations with other governments and non-government organizations. • Ensure that other governments and non-government organizations are sensitive to the priorities of the NWT. • Enhance the GNWT's capacity to monitor activities of other governments and increase its ability to anticipate and respond to initiatives affecting NWT priorities. • Develop and implement necessary steps to ensure that GNWT interests are considered in federal decision-making.	• Discussion and co-ordination of extragovernmental activities through Senior Management Committee • Reorganize Intergovernmental relations functions to provide a presence at headquarters and in Ottawa • GNWT issues and concerns are well known and understood by all players. • GNWT interests are maintained and advanced.	• Efforts were made to co-ordinate all inter-governmental relations and dealings in order to ensure consistent messaging from the GNWT • Intergovernmental Affairs was reorganized to include staff in both Yellowknife and Ottawa • GNWT continued to lobby other governments, especially the federal government, on issues affecting the North – both NWT and Nunavut - for example, through the Core Group • The GNWT was represented at the Annual Premiers' Conference and at the Western Premiers' Conference • In July '98, GNWT hosted the Western Premiers Conference

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	6. Devolution initiative: • In collaboration with other departments, as required, negotiate to assume greater control of provincial type responsibilities.	• Provide the GNWT with greater control over economic and social development in the NWT and access to new areas of revenue generation.	• One of the main thrusts of the GNWT's *Agenda for the New North* was 'Sharing Control over our Resources' which focused on Northern control over northern non-renewable resources
Increase public awareness about the initiatives of the Government of the Northwest Territories and issues of concern to Northern residents.	7. GNWT Communications Strategy: • To increase the quantity and enhance the quality of clear, coordinated, concise and consistent communication of key messages that are strategically aligned and in support of, the Government's overall objectives and vision. • To create a sense of urgency about the need to address the current issues facing the North. • Offer inspiration and motivation to get people involved and find solutions. • Promote and foster a commitment amongst GNWT staff to address the issues/ problems that face northerners.	• Positive feedback from all key stakeholders. • Increase in media coverage. • Increased positive focus and improved accuracy in media coverage. • Higher level of involvement of various stakeholders in consultation processes.	• A Communications Working Group was re- affirmed, chaired by the Press Secretary and attended by representatives from all Departments • A draft communications strategy was developed for consideration
Strengthen and enhance leadership within the public service.	8. Executive Development Initiative: • Establishment of an Executive Development Committee consisting of Deputy Ministers to promote the development of managers throughout government.	• Co-ordinated approach to human resources development at the Senior Management level. • An effective human resource plan for all GNWT managers. • Improved training and development for managers to prepare them for senior management positions.	• Corporate Human Resources Services began the development of a management competency model, with a committee of Deputy Ministers. • The model outlines competencies that GNWT expects to see in its managers, along with guidelines to assist in developing these competencies.

Goal	Strategies	Standards or Targets	Results Achieved
	9. Human resources development plan: • Establishment of an Interdepartmental Committee on Human Resources consisting of human resources managers, reporting to the Secretary to Cabinet.	• To identify and make recommendations, for Senior Management Committee approval, to respond to employees' human resource development needs.	• An Interdepartmental Human Resources Committee was established to discuss human resource issues and to make recommendations to senior management.
	10. Employee communication plan: • To introduce formal employee communication activities aimed at enhancing employees' understanding of Government directions and initiative, and to recognize the contributions and motivate public service employees.	• A well-informed and motivated public service. • Development and distribution of an employee newsletter. • Better understanding of government decisions/directions. • Better understanding of roles of all departments.	• Efforts to improve communication with staff included the *Bear Facts*, an internal newsletter intended to broaden awareness of corporate issues, boost morale and provide light-hearted venue for information-sharing.
Contribute to the improvement of social and economic conditions and increased income opportunities for NWT residents.	11. Identification of the impact of program changes to women: • With women's groups, identify changes that may impact on delivery of programs and services as they relate to women.	• Women's social and economic equality is improved. • Women's needs and concerns are addressed in government decision-making.	• The Special Advisor to the Minister Responsible for the Status of Women continued to review policies and programs of the GNWT to ensure issues of importance to women are taken into account, • In August '98 in Iqaluit, the GNWT hosted the F/P/T gathering of Ministers Responsible for the Status of Women
	12. Intergovernmental relations: • Establish and maintain an inventory of intergovernmental agreements • Monitor federal initiatives for partnerships/implications for GNWT programs and initiatives.	• Acquire information at regional, national and international levels that will improve planning and delivery of programs and services in the NWT.	• GNWT has continued to maintain an inventory of intergovernmental agreements • GNWT was a participant and signatory to the Social Union Framework Agreement with Canada and all provinces, except Quebec • GNWT continued to participate in bilateral discussions with the federal government through Core Group

Goal	Strategies	Standards or Targets	Results Achieved
	13. Regulatory reform initiative: • Reform current regulatory process, by bringing forward a series of packages which include legislative and policy amendments, guidelines for the assessment of new regulations and recommendations for organizational change. • Research, recommend and, where approved, assist in the facilitation of alternate methods of delivering regulatory programs and services. • Finalize work initiated by the previous government in reforming Territorial liquor control legislation and procedure. • Identify federal regimes, which present unnecessary barriers to economic development and prepare packages for communicating these concerns to the appropriate federal Ministries, officials or review processes.	• Improve economic conditions by reducing unnecessary government regulation, which hinders economic growth, job creation and efficient service to the public. • More efficient government structures for the delivery of regulatory programs and services. • Increased Northern influence into the establishment of national codes and standards and a greater understanding of Northern concerns with existing federal regulatory systems. • Statutes and regulations amended to provide increased efficiency, less duplication, reduced compliance burden and greater consistency with contemporary trends in government regulation.	• *Regulatory Reform Measures Act* amended 14 regulatory statutes and repealed three others. • Series of survey research projects identified Northerners' concerns with existing regulatory frameworks. • Consultation with Chamber of Mines, Chambers of Commerce, Federation of Independent Business and other key stakeholder groups. • First-time appointment of a Northerner to the Board of Directors for Standards Council of Canada and increasing leadership within the formulation of standards-related policy and strategy at the national/international level. • Represented the NWT in a Canada-wide horizontal review of regulatory requirements affecting mining and mineral exploration, co-ordinated by Natural Resources Canada.

FINANCIAL MANAGEMENT BOARD SECRETARIAT

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Strategies	Outcome Measures	Target/Standards	Results Achieved
Strategy 1.1 – Expand the NWT business communities' access to affordable debt financing through a NWT Immigrant Investor Program (Aurora Fund and Aurora Fund II)	• Value of loans placed and percentage of available funding lent. • Loan default percentage. • Number of new jobs created by the business financed. • Percentage of increase in net earnings of businesses financed.	• Default rate as good as the average of plans in other jurisdictions. • 100% of available funding lent.	• Default rate on Aurora Fund loans is 0%. • 100% of available funding lent as of March 31, 1999.
Strategy 1.2 – Expand the NWT business communities' access to equity capital through a private/public NWT Partners Equity Fund.	• Level of investments made. • Percentage of business community satisfied with access.	• Success rate for businesses that have had access to equity fund. • Business success rate matches Manitoba experience. • 100% of equity financing placed.	• Project deferred indefinitely.
Strategy 1.3 – Develop the basic content and substantiation for the two new Gross Expenditure Base requirements for the two new territories for use by the GNWT team (led by the Department of Finance) negotiating with Finance Canada.	• Adequacy of funding negotiated. • Funding dollars negotiated. • Timeliness of negotiations.	• Two territories have adequate resources to maintain services and complete division process without running a deficit.	• Analysis on Expenditure Base resulted in negotiation with Canada for $95 million in incremental funding to support establishment of corporate functions in two new territories. • The GNWT received adequate funding for the additional corporate costs. Negotiations did not address the adequacy of the program-funding base.
Strategy 1.4 – Develop the GNWT position on the Division of Assets and Liabilities for discussing/negotiating with the parties for the equitable division of those assets and liabilities.	• Agreement signed.	• Agreement signed by March 31, 1999.	• Agreement signed March 29, 1999 bringing a successful conclusion to 3 years of complex negotiations.

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Strategy 1.5 – Negotiate a fair but affordable resolution of Pay Equity.	• Acceptable progress toward the negotiated settlement.	• A negotiated settlement acceptable to all parties.	• Tribunal continuing. • Discussions on-going on settlement possibilities. • 83% of individuals receiving a settlement offer accepted.
Strategy 1.6 – Support Aboriginal Affairs in pursuing federal funding of the incremental costs of self-government and in costing self-government models.	• Acceptable progress toward the agreement.	• Self government agreements are successfully negotiated that thoroughly address financial issues. • Federal Government's share of its obligations toward self-government is fulfilled.	• Increased recognition at all self-government negotiation tables of the importance of fully addressing financial issues. • Federal Government has still not recognized its obligations. • Developed position paper/approach on costing self-government.
Strategy 2.1 – Improve the overall level and quality of human resource planning in the GNWT and its linkage to business planning process.	• Each department has a Human Resource Plan, linked to the Business Plan. • For 1998-99 process: – the public information value of the business plans; – internal consistency and congruence of the plans; – clear linkage between departmental plans and the GNWT's government-wide business plan; and – plans are results focussed.	• Human Resource Plans support succession planning and affirmative action.	• Responsibility was transferred to the Corporate Human Resource Section of the Department of the Executive.

	Outcome Measures	Target/Standards	Results Achieved
Strategy 2.2 – Informatics Planning through the Informatics Policy Committee promote development of appropriate informatics plans by departments to optimize value of technology and information to the organization.	• Level and extent of use. • Cost of high quality telecommunications. • Accessibility/reliability of services. • Cost effectiveness of application running on the DCN.	• A high quality cost effective data/video network is available in all communities in the NWT. • The network is being used extensively by government and non-government users to improve quality, accessibility and cost of government services and other activities.	• Proof of concept testing has demonstrated the viability of the DCN as a viable and cost-effective data/video network servicing all communities in the NWT. • Departmental participation in the use of broadband wide-area network (WAN) services is 100%. Quality improvements have resulted through the provision of broadband access to corporate applications, e-mail and the Internet. Specific quantitative measurement standards for network performance are being developed. Acquisition of backbone WAN services from the private sector has been determined to be the most cost-effective solution as demonstrated through the RFP process and the poor availability of private sector WAN services in the NWT.
Strategy 2.3 – Implement accounting policy changes to adopt the Public Sector Accounting and Auditing Board's (PSAAB) recent recommendations on treatment of tangible capital assets.	• Financial statements compliance with PSAAB recommendations.	• Compliance achieved by March 31, 2001.	• Progress continues to be made towards the March 31, 2001 deadline. FAM Directives and FIS procedures have been written and disseminated to Departments. • Work continues on asset valuations and progress has been made towards the selection of a suitable software system. • 2000-2001 Main Estimates presentation based on new accounting policies.

			Results Achieved
Strategy 3.1 – In consultation with departments, implement a new approach to performance measurement for the new government.	• Data processing efficiency/ reliability. • Data/systems security. • Management information quality/ availability. • Communications capability.	• Data processing lists at industry average with acceptable error rate. • No critical systems failure/ downtime. • Information available on all critical programs. • All data capable of being transmitted in manner/speed to meet business requirements.	• All Departments are producing results-oriented Mission Statements, and publishing them in multi-year business plans. • 98-99 Results Reports publication was delayed due to unusual circumstances in the life of the GNWT (creation of Nunavut and new NWT Election in particular). These Results Reports are now being finalised and will be published Spring 2000. The 1999-2000 Results Reports will be published in the Fall of 2000. • Work was begun on developing performance measurement workshops and materials to assist departments in improving quality of measurement and reporting.
Strategy 3.2 – Through the continuous implementation of the Informatics Strategy improve the management information system in use in the government.	• Data processing efficiency/reliability. • Data/systems security. • Management information quality/availability. • Communications capability.	• Data processing lists at industry average with acceptable error rate. • No critical systems failure/downtime. • Information available on all critical programs. • All data capable of being transmitted in manner/speed to meet business requirements.	• The provision of data processing services has been within acceptable operating standards as evidenced by the lack of any significant systems failures beyond normally acceptable systems outages. • All major corporate systems continue to satisfy appropriate data management and information requirements across the GNWT. Additional performance metrics are under consideration to allow for more specific quantitative measures. • Data transmission services have been significantly improved through the provision of enhanced network backbone services that have higher reliability and bandwidth capabilities.

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Strategies	Outcome Measures	Target/Standards	Results Achieved
Strategy 3.3 – Further develop the FMBS evaluation support services available to departments.	• Degree to which all major policies, strategies, and programs have an associated monitoring and evaluation framework that results in timely evaluations. • Degree of client satisfaction of services.	• 100% of all major policies, strategies, and programs have monitoring and evaluation frameworks and regular reporting and evaluation occurs. • 80% satisfaction rate.	• Increasing use of Business Plans to identify measures. • Work was begun on developing an accountability policy. • Client surveys and feedback indicate a high level of satisfaction with performance measurement and evaluation services, and a desire for improved support in the budgeting and financial management areas.
Strategy 4.1 – Increase the timeliness with which public accounts information is completed and published after annual year end.	• Span of time to publish. • Degree of legislative adherence. • User satisfaction.	• Interim Report tabled by 31 July following end of fiscal year, Comptroller General's statement issued by 31 July following end of fiscal year, and Public Accounts tabled by 31 October following end of fiscal year. • Complete satisfaction from MLA's and Auditor on timeliness of documents as indicated by no negative comments.	• Interim report tabled September 1999. • Public accounts will be tabled June 30, 2000. • Significant delays were experienced due to unavoidable delays for the Government of Nunavut to complete their due diligence and the exceptional complexity of the actual mechanics of the division of assets and liabilities in the complete absence of any precedent.
Strategy 4.2 – Re-design existing public account content and format to be more user friendly and informative.	• User satisfaction. • Comparison to other jurisdictions.	• Recognition as leader in public forums. • No critical comments from Auditor-General/Public Accounts Committee on conduct/presentation.	• The significant resources committed to the division process along with successfully completing a large number of other large complex projects precluded progress in this area.

Strategy 4.3 – Finalize pilot project to create an audit presence in the regions.	• Number of financial professionals in regional centres. • Survey of regional management satisfaction with internal and audit services. • Quality of financial and operational management in regional centres.	• Professional jobs and associated training/development opportunities are available in regional centres. • 90% satisfaction rate. • Internal audit services and related benefits are (more) accessible to regional managers. • Decline in audit cost in comparison to 1996-97. • No significant problems identified in corporate control reviews.	• Due to unusual circumstances, i.e. the creation of Nunavut, this pilot project was deferred.
Strategy 5.1 – In consultation with department management and employee unions, develop and negotiate terms and conditions of employment.	• Degree to which negotiated collective agreements achieved.	• A new job evaluation system is negotiated into the contract. • Completion of negotiated collective agreements.	• Collective agreement was successfully negotiated with the Union of Northern Workers. • The Hay Job Evaluation System was implemented for non-bargaining unit employees and negotiated into the Collective Agreement for bargaining unit employees retroactive to April 1, 1998. This resulted in significant increase in pay for most employees. All employees received a minimum 2% increase.

Principles	Outputs/Measures	Benchmarks	Results Achieved
Strategy 5.2 – Through interdepartmental working groups assist departments to: - identify training needs in the area of human resource management - promote and assist departments to implement sound human resource management practices (performance development systems, career planning and support, employee assistance program, job sharing, etc.).	• Vacancy rate. • Internal placement rate. • Increase in employee morale as evidenced by: • Employee surveys • Attendance reports • Turnover rates • Number and type of grievances. • Number of professional development/training opportunities offered and participation rates. • Rate of performance review completion.	• Vacancy rate below 10%. • Internal placement rate is 50%. • Each department has a Human Resource Plan. • Measurable increase in positive indicators of morale. • 90% completion rate on performance reviews.	• The vacancy rate in the GNWT at December 31, 1998 was 10.7% • Responsibility was transferred to the Corporate Human Resource Section of the Department of Executive.
Strategy 5.3 – In conjunction with departments, develop and implement plans and approaches that will increase the representativeness of the public service in those occupational categories where proportional representation has not been achieved.	• Representation levels by: – occupational group; – number of affirmative action plans in place; – turnover of affirmative action employees; and – proportion of new entrants/ promotions of affirmative action candidates.	• Affirmative action in place for each department. • Measurable increase in representativeness each year. • Reduction in affirmative action turnover rates. • Increase in proportion of new entrants/promotions.	• Responsibility was transferred to the Corporate Human Resource Section of the Department of the Executive.
Strategy 5.4 – Working with departments and the Interim Commissioner's Office, develop human resource plans and protocols that will ease the transition from one territorial public service to two.	• Degree to which agreement achieved. • Number of Nunavut functions established/positions filled.	• Protocol agreements in place. • Recruiting plans in place. • Both Western and Nunavut governments have the necessary Human Resources in place to commence operations on April 1, 1999.	• A Litigation Agreement was drafted that sets out the responsibilities of the GNWT and the Government of Nunavut after April 1, 1999 in regard to outstanding litigation including the Equal Pay Complaint and labour relations issues such as grievances and arbitrations. • Necessary arrangements, including legislative amendments, were made to ensure a seamless transfer of employees to the Government of Nunavut on April 1, 1999.

Strategy 5.5 – Working with management and unions resolve irritants and substantive issues through negotiation, utilizing interest based techniques where appropriate.	• Number irritants and issues resolved. • Level of management/union communication.	• Number irritants and issues resolved. • Regular communications/meetings.	• A process was agreed upon with the Union of Northern Workers to review grievances that had been referred to arbitration to determine if a settlement could be reached. This resulted in a number of grievances being resolved or withdrawn. • A new Workplace Conflict Resolution Policy was implemented to address union and employees concerns.
Strategy 5.6 – Review business needs in the area of human resource information systems and develop options for improving the capacity of the organization to meet those needs.	• Management satisfaction with the system and the information it produces. • The cost effectiveness of the system.	• Business needs report completed and alternatives evaluated and presented for decision-makers.	• Decision made to implement a new integrated Human Resource and Payroll Information System (Peoplesoft). This new system would provide for more consistent and accurate data from both human resources and payroll. The new system would also allow for customized reports and downloads to facilitate better data analysis.
Strategy 5.7 – Research and assess the emerging trends in public sector employment in the NWT.	• Level of mobility. • Relative competitiveness of GNWT pay and benefits packages in the market.	Assessments are conducted on: • The means to facilitate inter-employer mobility for public service staff; • The maintenance of employer competitiveness in the market place; • Multi-employer cooperation and communication to deal with common issues and gain access to common services.	• GNWT's continuing participation in the Northern Empioyee Benefits Services to ensure that GNWT comparable pension and benefits programs are available to all northern employers. • Using the information from the Hay Job Evaluation System compared GNWT jobs to similar jobs in other jurisdictions.

Strategy 6.1- Complete the sale of surplus staff housing.	• % of GNWT inventory of "owned" homes that have been sold. • Proportion of GNWT staff in private accommodation.	• All owned housing units are sold that are capable of being sold. • Annual decrease in proportion of employees in staff housing achieved.	• The inventory of owned units that are capable of being sold is down to 20 units. • The number of employees in staff housing has declined to less than 100.
Strategy 7.1- Support the Community Empowerment Initiative (led by Municipal and Community Affairs) by researching and developing approaches to block funding and new accountability frameworks. Address labour relations issues associated with the initiative.	• Degree to which transfer issues are resolved.	• Appropriate financial policy and human resource framework in place to support transfer of authority to community and aboriginal self-governments. • Block funding mechanisms established. • Labour relations issue are resolved.	• Discussion papers proposing financial, policy and human resource arrangements to support the transfer of authority were developed in consultation with departments and communities. • Block funding mechanisms were developed to provide the basis for further discussions. • As no actual transfer agreements were advanced, there was no opportunity to resolve labour relations issues on establishing block-funding mechanisms. • Compared the benefits provided by the GNWT to those available under the Northern Employee Benefit service to ensure employees affected by Community Transfer would be able to enjoy similar benefits upon transfer.
Strategy 7.2 – Refine and increase training available to recipients of delegated financial and human resource management responsibilities.	• Number of problems identified by audit and reviews. • Level of customer satisfaction with training.	• 90% of department satisfaction level. • Departments exercise delegated authority appropriately in accordance with policy requirements as evidenced by audit/review results.	• Internal auditors reported no significant deviations by departments from approved financial policies.

Strategy 7.3 – Evaluate the User Say / User Pay initiative.	• Cost effectiveness of this strategy.	• Reduction in demand for services of 10%. • Increased efficiency of operations.	• Initiative was completed and all functions devolved in 1999.
Strategy 8.1 –Complete the implementation of the Digital Communications Network and promote the development of cost effective utilization of its capabilities and capacity.	• Degree to which DCN implemented. • Reliability of Digital Communications Network. • Level of use of Digital Communications Network.	• Digital Communications Network fully implemented. • Reliability maintained within contract parameters. • Substituting usage levels achieved (25 million), and usage increases annually.	• The Digital Communications Network (DCN) was implemented in all 58 NWT communities by December 1998 (ahead of schedule). Network reliability is within contracted standards with additional network performance standards under development. • 100% legacy network applications are now running over the DCN. The former X.25 network has been fully supplanted.

MINISTRY OF ABORIGINAL AFFAIRS

		Results Achieved
Outstanding lands, resources and self government agreements are successfully concluded, which will provided for continued improvement of the political, social and economic environment. Negotiations:	Conclude all outstanding agreements within five years.	
Beaufort/Delta		▪ Close to conceptual agreement on Education K-12, Child and Family Services, Adoption, Social Services, Income Support, Health, Student Financial Services and Governing Structures. ▪ Target is an Agreement in Principle in March 2000.
Deline		▪ Process and Schedule Agreement signed in October 1988. ▪ Joint Financial Implementation Working Group Established. ▪ Negotiations underway on governing structures and education K-12.
Dogrib Treaty 11		▪ Land Claim provisions of the AIP near completion – negotiations are focused on self-government. ▪ Anticipate an AIP in June 1999.
Slave River First Nations		▪ Anticipate an AIP (MOI) for lands and cash to establish a reserve at Smith Landing in Alberta in May. ▪ Focus will then shift to Salt River First Nation members remaining in Fort Smith.
Treaty 8		▪ Negotiations on a Framework Agreement to guide negotiations is near completion. ▪ The role of the GNWT is an outstanding issue.
South Slave Metis		▪ Framework Agreement signed in August 1996 calls for two stage negotiation process; I) AIP on lands and resources plus self-government. ▪ Negotiations on hold pending a decision on whether self-government can be negotiated in stage I).
Deh Cho First Nations		▪ DIAND Ministerial Envoy and a Deh Cho leadership team recommended 21 principles to their principals. ▪ Deh Cho assembly gave conditional support for entering into negotiations. ▪ DIAND Minister to respond soon.
Makivik Offshore		▪ Disagreement between Canada and Makivik over land quantum and cash compensation holding up AIP. ▪ GNWT briefed on Nunavut officials who assume responsibility for negotiations April 1, 1999.

Strategy/Action	Anticipated	Results/Status
An effective system of government is established for the western Northwest Territories, which has wide support of its citizens. Western Constitutional Development	Majority support for a model in plebiscite. Greater than 50% voter turnout for plebiscite.	▪ Constitutional Working Group (CWG) suspended plans for a constitutional conference. ▪ CWG office closed March 31, 1999. ▪ CWG members considered federal proposal for an intergovernmental forum.
The implementation of land claims, treaty entitlement and self-government agreements maintains an adequate level and quality of programs and services.	Memorandum of Agreement with federal government to cover incremental and transitional costs.	▪ Financing the implementation of self-government agreements continues to be an unresolved issue, both between the federal and territorial governments and at the self-government negotiation tables. Self-government financing Memorandum of Agreement negotiations broke off with Canada in the fall of 1997. In the spring of 1999, the financing issue was one of several that created a stalemate at the Dogrib AIP negotiating table. ▪ The GNWT has responded to Cabinet direction to pursue the creation of trilateral side tables to the self-government main tables. These technical side tables are to examine the financial implementations of self-government agreements. The side tables will then cost out, in general terms, the agreements for the main tables.

DEPARTMENT OF FINANCE

DEPARTMENT OF FINANCE
1998-99 Results Reports

Strategy	Anticipated Results	Results Achieved
1. As the lead GNWT Department, develop and present arguments and substantiation to the federal government to support both territories' need for adequate funding and appropriate fiscal arrangements.	Each territory has adequate resources to maintain services without incurring a deficit.	Formula Financing agreements were signed between the two territories and the federal government provided funding for the two governments. Agreement reached with input from the Department of Finance on splitting assets and liabilities. The 1999-2000 NWT Main Estimates projected a $34 million deficit for the year, as a result of economic and demographic changes arising from declining mining activity and government downsizing.
2. Conduct analyses, make recommendations and prepare legislation in order to enact new tax policy initiatives identified in the 1998 Budget, which are the NWT Child Benefit and the Risk Capital Investment Programs.	Research, legislation and regulations for both Acts completed and programs in place.	The amendment to the *Income Tax Act* to implement the Child Benefit Program was introduced and passed in May 1998. Payments to families began in July 1998. During the 9 months from July 1998 to March 1999, a total of $3,200,000 in benefits was paid to a total of 6,050 families. The *Risk Capital Investment Tax Credit Act* was passed in the October 1998 sitting of the Legislative Assembly. The program was implemented in February 1999, effective with the 1998 tax year. Two businesses had registered under the program as of March 31, 1999
3. Work with Statistics Canada to develop separate statistical data for each territory within the national statistical system and where necessary, the Bureau of Statistics will develop required statistical information.	For each of the new territories: i) detailed workplans will be developed with Statistics Canada for the on-going production of social, demographic and economic statistics. ii) detailed labour supply information will be developed by completing a community labour force survey; and	i) Worked extensively with Statistics Canada reviewing all of its statistical programs to prepare for the development and dissemination of separate statistical information for the two new territories. Commitments were obtained from STC branches such that 89% of information available for the NWT combined would be available for Northwest Territories and Nunavut separately for the first release following April 1, 1999. Also worked with other data providers such as GNWT departments, HRDC, Revenue Canada and other federal agencies on their preparedness to provide separate statistical information. ii) Planning, field operations and initial processing of the 1999 NWT Labour Force Survey were completed during 1998/99. This survey provided detailed labour market information for each territory and their communities prior to division. The survey included some 12,500 respondents, with field operations completed in January - March, 1999. An estimated 120 community interviewers were hired to work on the project.

3. (cont..) Work with Statistics Canada to develop separate statistical data for each territory within the national statistical system and where necessary, the Bureau of Statistics will develop required statistical information	iii) population projections incorporating 1996 census information will be developed by revising the NWT population projection model.	iii) Community population estimates were developed for July 1, 1998 and were widely disseminated. The population projection model was revised to incorporate 1996 census information and update fertility, mortality and migration assumptions specific to each territory.
4. Separate payroll, fuel and tobacco tax databases for each territory.	Legislation required that every registrant in the NWT become a registrant in Nunavut.	This was done effective April 1, 1999; the date on which a database was required by Nunavut. A Master Database (containing the names, addresses of all collectors and retailers) was provided to Nunavut. The framework of an operating database was also created for Nunavut. This has been populated by transactions over the year April 1, 1999 to March 31, 2000
5. Assist departments with: • development, analysis and interpretation of economic and social statistical data; and	Targeted 80% departmental satisfaction in products and services provided by the Bureau of Statistics	i) Extensive work was done with departments to increase awareness of statistical data that is available and ensuring ease of access. Numerous presentations and training sessions were undertaken with departments throughout the government, regional staff, and non-government agencies. Electronic dissemination increased its significance as a mode of distributing information. The presentations and training, in conjunction with expansion of material on the web-site lead to a doubling of web site usage in the 12 month period to approximately 12,000 pages per month ii) Continued work with departments on statistical aspects of their work. The major effort in this area continues to be completing the statistical analysis related to the pay equity complaint. Other work included working with Fiscal Policy on the development and administration of the formula financing arrangements, ECE in completing and analyzing results of the food price survey, Elections NWT on community population estimates, and advice and assistance to an inter-departmental group examining government-wide performance measures. iii) Worked with departments to identify areas for increased statistical analysis of important economic and social trends. Included in this activity was developing partnership arrangements with ECE and FMBS to ensure efficiency of statistical analysis.

5. (cont.) Assist departments with: • negotiation of intergovernmental agreements		iv) assisted departments in negotiating Indian and Inuit health care agreement and labour market development agreement. Negotiations were still ongoing at year-end.

MUNICIPAL AND COMMUNITY AFFAIRS

Enable community government to increase and improve local capacity by providing training and leadership development	**Standards** • Community governments able to offer employment to their own residents • Advancement of community government staff **Measures** • number of community government staff completing relevant education and training; and • number of training plans in place to enhance skills	Training workshops were offered in every region. Community staff had access to training in areas that include: community management, fire protection, municipal enforcement, recreation, coaching, building maintenance, community works, land administration, safety, planning, governance, facility operations, finance, computers and community development.
Support communities in conducting assessments to identify their capacity	**Standard** • Communities have assessments and human resource plans **Measure** • number of communities with completed assessments and human resource development plans	Training plans were completed in all of the Nunavut communities. Communities in the Western Territory continue to develop plans. Community workshops were held in 16 communities and covered human resource development areas such as strategic planning, operational reviews and staff capacity building.
Develop community government legislation which provides for community empowerment	**Standard** • Legislation understandable to community users is in place in time for the creation of two new territories **Measure** • Legislation introduced in 1998-99	The report of the Municipal Legislation Review was tabled during the December 1998 sitting of the Legislation Assembly. The tabled reports contained detailed drafting instructions and could form the basis for new legislation by the Nunavut Government, while allowing for further public debate in the West.

Transfer infrastructure to community governments	**Standard** • Community governments control and manage consolidated infrastructure assets **Measures** • Keewatin and Beaufort/Delta transfers completed in 1998/99 if Cabinet and community governments approve	The Kivalliq Leaders hired an individual to assist them with the development of a plan for this project to be presented to the Nunavut Government. Beaufort Delta Leaders expressed interest in the concept of the pilot project, however, they decided to focus their attention on Self-Government negotiations.
Provide funds allocated to community governments under the Northern Employment Strategy	**Standard** • Community governments better prepared to negotiate and accept program transfer **Measure** • Number of community proposals funded and implemented	Funding for the Northern Employment Strategy was rolled into the Community Development Fund (CDF) in August 1998. Projects funded through the CDF support the development of increased community capacity in local decision making and community control. The CDF supported 97 projects in 98/99, employing 14 people for 300 weeks of work and training 128 people.
Transfer municipal lands to community governments.	**Standard** • All community governments where aboriginal land claims have been settled will own and administer municipal lands **Measures** • Nunavut municipal land transfers completed in 1998/99 • Number of Inuvik Region municipal lands transfers in 1998/99 • Number of Sahtu municipal lands transfer in 1998/99	75% of Nunavut municipal land transfers were completed in 1998/99. MACA is presently working with communities in the Inuvik and Sahtu regions to facilitate the transfer of municipal lands. To date no municipal land transfers have been completed in these regions.

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Undertake municipal monitoring of compliance in selected areas	**Standard** • Community governments become more accountable to their residents and the GNWT **Measure** • Number of positive municipal audits and evaluations • Number of communities which establish self-monitoring systems	Municipal Legislation in the NWT states that communities have to supply MACA with their Annual Audit Reports. All 16 Hamlets and Charter Communities (including Enterprise & Deninoo) complied. As of March 1999, one community had a denied audit opinion, two communities had a qualified opinion, thirteen communities had unqualified opinions.

	Standard And Measures	
Provide training to enable community governments to manage and administer municipal land transferred from the GNWT	**Standard** • Community governments able to respond effectively to community land management and administrative matters **Measures** • all community governments with municipal land ownership will have trained land administrators and/or managers • all community governments with municipal land ownership will have land administration by-laws • all community governments with municipal land ownership will develop land for the use of residents	The Department sponsored a Community Land Administrators Training Program through Aurora and Nunavut Arctic College. Since the start of the program 4 years ago, 40 students have completed the program. A further 11 community land administrators enrolled in this program in 98/99 By the end of 98/99 fiscal year, 25 Nunavut communities and 3 communities in the Inuvik region had land administration bylaws. Nunavut communities are now developing land for the use of residents. Once the land transfer process is complete in the Inuvik Region communities, they will also develop land directly.
Undertake a joint review with community governments of current methods of financing and establish a new financial relationship with community government	**Standard** • Community governments able to finance, through GNWT transfers and own-source revenues, the programs and services within their areas of authority and responsibility. • A mature government-to-government financial relationship, with community governments financially more self-reliant, responsible and accountable to their residents **Measures** • New policies, authority instruments approved summer 1999 • Implementation of new funding arrangements by April 2000	The Municipal Finance Review Steering Committee presented their findings and released the consultation document "Understanding the Funding Distribution Options", at the NWTAM AGM in Cambridge Bay in early March 1999. The NWTAM passed a motion east and west to continue this work into the consultation phase. Parts 1, 2 & 3 of the Municipal Finance Review were tabled in the Legislative Assembly on March 24, 1999. Consultation with community governments and other stakeholders on the proposed municipal financing options to begin in April 1999 and completed in the fall of 1999.

Strengthen community government opportunities for own-source revenues	**Standard** • All community governments have current property assessments for taxation purposes • Tax-based community governments have property assessment authority **Measures** • General assessment of all General Taxation Area communities- October 1998 • Interested tax-based community governments receive property assessment authority.	The 1998 Certified Assessment Roll was completed at the end of October 1998 and included revisions to the valuation of property improvements. MACA placed the new land values on the 1999 Assessment Roll in the NWT, and provided the information to the Nunavut Government for incorporation on their 1999 Assessment Roll. Delegation of authority for assessment is ongoing, with continuing discussions with the Town of Hay River.
Develop models of community government which can accommodate public government and aboriginal institutions	**Standard** • Integrated community governments which can represent and serve all community residents **Measures** • Community government models are endorsed by aboriginal claimants, the GNWT and the Federal government.	MACA participated in self-government negotiations at the Dogrib, Beaufort Delta, and Deline Tables. The GNWT lead rests with the Minister of Aboriginal Affairs, MACA provides advice to the GNWT negotiator on municipal and community government issues.
Decentralize property assessment services to Nunavut	**Standard** • Nunavut Government with property assessment services capability **Measures** • Nunavut property assessment services function established December 1998	The Government of Nunavut informed MACA that they would take over responsibility for property assessment effective April 1, 1999 and would make their own arrangements for contracting out property assessment services.

Train Nunavut residents to compete for positions in the Nunavut Government under the Nunavut Unified Human Resource Development Strategy	**Standard** • Nunavut residents received education and training in knowledge and skills required by Nunavut Government departments at officer and management levels. **Measures** • Number of enrolled Nunavut candidates successfully trained by Department	The Department was assigned one Inuit Senior Management Trainee. She began her assignment in July 1997 and started as the Director of Community Development for the Government of Nunavut in December 1998. In addition, the Department participated in the training of Nunavut Policy Managers. Both moved into positions within the Nunavut Government.
Expand the sport and recreation leadership development opportunities available to communities	**Standard** • Improved community pride and self reliance **Measures** • Number of local volunteers • Number of coaches.	MACA and Sport North offered Coaching Certificate courses in seven communities certifying 175 individuals. The National Coaching Certificate Program data base shows approximately 2900 certified coaches in the NWT. In the summer of 1998 a survey to establish base line data in the area of community participation and attitudes on sport, recreation and volunteerism was completed and released. This survey was carried out by the Department in cooperation with the Canadian Fitness & Lifestyle Research Institute, the Federal and Provincial governments. The Department will continue to monitor data in this area and develop new means of tracking change.
Improve public education on the health and social benefits of sport and recreation activities	**Standard** • Communities and residents fully participating in "active living" **Measures** • Number of public training and education events conducted in communities • Education materials developed and circulated	MACA released the *Canadian Physical Activity Guide to Healthy Active Living* in cooperation with the Department of Health and Social Services. The Guide was distributed to schools, community governments, recreation coordinators, community health centres, health boards and territorial sport organizations. The Guide was developed as part of a five-year project between provinces, territories and the federal government to promote physical activity across Canada. Anti-harassment posters and brochures were developed to promote the development of safe environments in which children and youth may participate in sport and recreation activities. These were distributed to all schools and communities.

Promote physical activity among older residents and women	**Standard** • Improved physical health among residents **Measures** • Increased opportunities offered to target groups for participation in healthy group activities in communities	Gender equity and women in coaching posters were developed to promote the involvement of women in sport and recreation activities. Posters were sent to all schools and communities.
Support communities in developing adequate fire protection programs	**Standard** • Reduced incidence of fires and the total value of fire losses **Measure** • All NWT fire-fighters are trained to territorial standards	The Alberta Fire Service Training School has been selected to provide accredited fire service training to community fire-fighters. A core group of 18 community fire-fighters has been chosen to begin a four-year training program. The NWT Fire Protection Strategy was released in February 1999. The Strategy identifies areas of concern in the NWT fire protection system and suggests strategies to reduce fire losses in the NWT.
Develop a territorial public education program on fire prevention	**Standard** • Improved fire prevention practices demonstrated by reduction in incidence of fires caused by arson, accident or equipment failures **Measures** • "Learn Not To Burn" and other public education programs offered.	Regional "Learn Not to Burn" programs are delivered to school children across the NWT. Regional Assistant Fire Marshals continue to work with community fire fighters to implement the NWT Juvenile Firesetter Intervention Program for high-risk youths.
Support the maintenance of an effective emergency response capability throughout the NWT	**Standard** • GNWT and community governments capable of responding to civil emergencies **Measures** • Territorial emergency response arrangements formalized in a new territorial peacetime emergency plan	Emergency Measures training has been offered in 19 communities with 319 participants. A joint support plan was developed and is being reviewed by the Territorial Emergency Response Committee.

Promote personal responsibility among residents to prepare properly for travel on the land	**Standard** • Reduced number of missing persons' reports **Measures** • Number of missing persons' reports and annual expenditures for public and community organized searches	A public education and awareness program was introduced in April 1998, "Fail to Plan, You Plan to Fail". Brochures and posters were developed and distributed widely. Public service announcements were aired on CBC and TVNC. 42 community-organized searches were conducted. The NWT annual average for these types of searches is 40.
Promote consumer protection in the licensing of lotteries, businesses and real estate agents	**Standard** • Effective consumer protection legislation **Measure** • Amendments to legislation introduced in 1998/99	Amendments to the Consumer Protection Act came into force January 1999. Direct seller legislation was harmonized (Consumer Protection Act). Residency requirements were removed from the Real Estate Agents Licensing Act. Additional lottery schemes were introduced and the *Terms and Conditions* and *Use of Proceeds* for lottery licensees were updated. The drafting process was initiated for cost of credit disclosure provisions under the Consumer Protection Act.
Support the implementation of the community wellness strategy, the healthy children initiative and the territorial children and youth agenda	**Standard** • Community governments actively supporting wellness and the healthy development of children **Measures** • Number of opportunities for children and youth to access healthy group activities. • Number of community wellness activities supported by community governments.	In 1998, in co-operation with the Canadian Fitness and life style Research Institute, the Federal and Provincial governments and MACA completed a survey to establish base line data in the area of community participation and attitudes on sport, recreation and volunteerism. The Department will continue to monitor data in the area and develop new means of tracking change.

DEPARTMENT OF PUBLIC WORKS AND SERVICES

DEPARTMENT OF PUBLIC WORKS AND SERVICES
1998-99 Results Reports

				Results Achieved
Efficient and effective transition of departmental services towards two territories	Plan and implement changes	Preparing departmental information systems for 1999 changes.	100% of departmental information systems ready to support 1999 changes.	All PWS information systems were changed as needed for transition.
		YK office plan being implemented.	Existing inventory (8,400 m^2) of YK office space in use by GNWT reduced by 30% by 2001.	13 small agencies were co-located in Panda II. Lease in Goga Cho Bldg dropped. Proposal call issued for sale of Laing Bldg. Proposal call issued for replacement space for FMBS and Executive. Hodgson Bldg renovation design underway.
		Nunavut incremental infrastructure projects are being managed by PWS.	100% of Nunavut incremental infrastructure projects that are being managed by PWS are ready on schedule and within budget.	PWS continued to provide project management support. 98/99 budget for GNWT-managed program approximately $16 million. All projects were on schedule and on budget.
Community-managed maintenance programs	Maintenance agreements are being worked on with communities	Maintenance agreements are being worked on with communities.	100% of community facility maintenance funding is transferred.	Two community empowerment agreements took effect April 1, 1998: Pond Inlet Repulse Bay The agreement for Kahtlodeechee Denendee First Nation was rescinded September 1, 1998.

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

NWT residents achieve enhanced health and well being.	Advocate and contribute to development of healthy public policy.	Increased public awareness and ownership of health and social issues	The Department completed its strategic plan, *Shaping Our Future: A Strategic Plan for Health and Wellness*, in June 1998. This plan identifies health and social issues and strategic directions to address these issues. It also articulates the need for building public policy (at all levels of government) that supports improved health and well being. Consultations to develop this document helped to increase public awareness of the issues. In addition, this document was distributed widely and continues to be the basis for system-wide planning.
		Adoption by communities of healthy public policy and legislation	The Department, working in conjunction with Yellowknife Health and Social Services Board successfully lobbied the City of Yellowknife to adopt an aggressive non-smoking bylaw. The Population Health Division encouraged and assisted all communities in testing local water supplies for trihalomethanes (THMs). The Department encouraged communities to institute rabies vaccination policies and supported communities without veterinarians through the Lay Vaccination Program.

		Development of a socio-economic framework fostering interdepartmental collaboration	The Department participated with other GNWT departments, including Education, Culture and Employment and Resources, Wildlife and Economic Development, to finalize the Diavik Socio-Economic Agreement. The Department has the lead on coordinating the monitoring of 14 indicators relating to the socio-economic agreement for BHP (Ekati). The Department also participated in community consultations with "point-of-hire" communities affected by the Ekati diamond mine development.
NWT residents achieve enhanced health and well being.	Implementation of population health initiatives focussed on protection, promotion and disease prevention.	Improvement in health status, as reflected by key indicators	During the 1998-99 year, the Department began identifying key indicators that would serve to establish baseline information about the health and well being of the NWT population. The baseline information will be part of a health status report to be prepared every three years.
		Families are stronger and more able to care for their own needs	In October 1998, the Department implemented new child and family services legislation. The *Child and Family Services Act* was a multi-year initiative involving significant community consultation. This legislation supports a pro-active, early intervention approach to supporting families with difficulties in addressing their issues and needs. The Department started to develop an electronic database for the delivery and administration of child and family services at the community level (Community and Family Information System).

		Communities are healthier, safer and more caring	The Department, in collaboration with various federal government programs, worked with (and funded) many community agencies and groups to develop community wellness initiatives that build healthier, safer and more caring communities. The Department has recently completed the *1998-99 Community Wellness in Action* reports for Nunavut and the NWT. These reports summarize the initiatives sponsored through NWT and federal government programs. The Department established the Health Promotion Fund for health promotion initiatives at the community level. During this year, over 30 community projects were completed. See section on families being stronger and more able to care for their own needs
NWT residents have equitable access to quality health and social services based on their needs.	Reforms to enhance integration of services and development of sustainable partnerships.	Core programs and services are equitably delivered to all NWT residents	The Department finalized the set of core services that must be provided by health and social services boards. *Core Services of the Department of Health and Social Services* (document) was implemented as part of the Ministerial Directive on board roles and responsibilities issued in November 1998.
		Signed Memorandum of Understanding (MOU) with appropriate governing structures.	A Ministerial Directive on board roles and responsibilities was issued in November 1998. This directive replaced the existing MOU's with boards.

		Improvements in the quality of programs and services	In April 1998, additional funds ($4 million) were added to the Department's base funding to create the Strategic Initiatives Fund. This fund sponsors strategic initiatives of health and social services boards in the areas of mental health, public health, healthy children, supported living and human resources. The intent of this fund is to facilitate strategic reform in these areas of program and service delivery in order to improve the quality and effectiveness of these services. The Department's strategic plan, *Shaping Our Future,* sets strategic directions for system-wide improvements to program and service delivery. Health and social services boards were continuing their work on a *Shared Services Agreement* between boards. When completed, this agreement will provide a framework for partnerships between boards to promote the sharing and coordination of programs and services.

NWT residents have equitable access to quality health and social services based on their needs.	Incorporate traditional knowledge, healing and values into program and service delivery.	Programs and services reflect the unique needs and culture of communities	The Department supported various meetings, workshops and initiatives that work towards more effective and culturally appropriate means to provide health and social services. Activities receiving support included a workshop on contemporary and traditional/alternative healing practices, and community development workshops. The Department renewed a two-year agreement with the Dene Nation to work in partnership on health issues of mutual concern, including HIV/AIDS, cancer prevention and education, contaminants research and education, dental health, mental health and healing, diabetes and addictions. This work supports finding culturally appropriate approaches to service delivery. The Department's traditional knowledge coordinator worked with various cultural groups and organizations on health/social issues and service delivery issues. Health and social services boards receive direction from aboriginal organizations and governments on effective and culturally appropriate methods of service delivery. This direction is received in a number ways, including direction from board members (i.e. aboriginal representation on the board), formal consultations between the boards and aboriginal groups, and public consultations with their constituency.

NWT residents have equitable access to quality health and social services based on their needs.	Develop and implement equitable funding formula.	Distribution of financial resources reflects the health, social and environmental conditions of each Health and Social Services Authority	A draft funding formula was developed by the Department and reviewed by an independent consultant. The consultant's report was discussed with health and social services boards. The Department plans to continue work on developing an equitable funding formula.
There is a sustainable health and social service system.	Health reform, including decentralization of direct service delivery.	Improvements in accountability and efficiency	A Ministerial Directive on board roles and responsibilities was issued in November 1998. This directive identifies the core services each board must provide. It also clarifies board accountability. Health and social services boards were drafting a *Shared Services Agreement* between boards. When completed, this agreement will provide a framework for partnerships between boards to promote the sharing and coordination of programs and services. Such partnerships are key to identifying efficiencies within the health and social services system. The Department's strategic plan, *Shaping Our Future*, sets strategic directions for governance within the system and improvements to program and service delivery.

		Rational, evidence-based allocation of resources and utilization of facilities	See section on improvements in accountability and efficiency The Care Reform project continues to examine the model for delivering continuing care services (including long term care provided in the home, community and institution) in the NWT. Several facilities (including the Fort Simpson Hospital, Stanley Isaiah Seniors Home [Fort Simpson], Fort Smith Health Centre, Judith Fabian facility [Hay River] and Inuvik Regional Hospital) are being reviewed for efficiencies in providing these services. Other facilities providing continuing care are also included in discussions about the NWT network of continuing care services. Shifts to more community-based methods of service delivery were promoted in the areas of addictions, mental health, home care, child welfare, youth services and health promotion. These areas of reform included the development of new or improved standards of service delivery, improved monitoring for service efficiency and effectiveness, and more appropriate matching of services to client and/or community needs. The *Alternative Programming Initiative* was established in January 1999. This initiative looks at more effective and efficient ways to use existing addictions funding and facilities to better meet the healing and recovery needs of women and men as well as children and youth. The initiative involves the Department, health and social services boards and non-government stakeholders.

		Better means for evaluating efficiency and effectiveness	See section on improvements in accountability and efficiency See section on rational, evidence-based allocation of resources and utilization of facilities
		Introduce human resource strategy	In February 1998, the Department completed a human resource strategy to address immediate shortages in nursing, social work and physician professions. This strategy, *Recruitment and Retention of Health and Social Services Professionals — A Plan to Address Critical Needs*, provided direction to Department recruitment and retention initiatives during the 1998-1999 fiscal year. A Recruitment and Retention Unit was established to implement this strategy. Unit activities are guided by a working group comprised of representatives from the Department, boards and professional associations. Unit staff worked directly with boards to fill frontline vacancies and develop marketing strategies to reach interested workers from other jurisdictions across Canada and, in some instances, from other countries. The Unit also created and started to implement the Northern Development Program. This program is designed to promote health and social services professions as career choices for NWT people. It offers financial and mentorship support as well as employment experience to students pursuing frontline work in these professions.

		Improved guidelines, standards, monitoring and measures of achievement	Shifts to more community-based methods of service delivery were promoted in the areas of addictions, mental health, home care, child welfare, youth services and health promotion. These areas of reform included the development of new or improved standards of service delivery, improved monitoring for service efficiency and effectiveness, and more appropriate matching of services to client and/or community needs.
		Better mix of care providers	Shifts to more community-based methods of service delivery in the areas of addictions, mental health, child home care, welfare, youth services and health promotion involved reviewing the mix of service providers required to appropriately deliver the programs and services.

		Establish a common database / information system for multiple users	During a 1998 re-organization of the Department, the scope of the Department's Information Systems Unit was expanded significantly to include training, user support, and systems development and project management. In addition to this expansion, progress has been made on a number of projects. ▪ Two telehealth networks were established during 1998-99. WestNet links Stanton Regional Hospital in Yellowknife, the Inuvik Regional Hospital, and the Fort Smith Health Centre and provides scheduled bi-weekly orthopedic and internal medicine services. The Baffin Telehealth program links the Pond Inlet and Cape Dorset health centres to the Baffin Regional Hospital in Iqaluit. Services provided by this link include general practitioner clinics, mental health services, children's intervention services and continuing medical education. ▪ The pilot project for the new community health information system, WellCom/Health Suite, was successful. The system is anticipated to be in place in 2000-01. A user group has been established and a user training and implementation plan is being developed. ▪ Redevelopment of the health care and vital statistics system is underway. A central client registry will be developed and integrated with a new registration system. The client registry will be implemented in early 2000.

		Establish a common database / information system for multiple users (cont'd)	▪ All health systems and applications have been reviewed and their upgrade or replacement prioritized. Plans are to redesign health systems by 2002 using common standards that will allow information sharing between service providers.
There is a sustainable health and social service system.	Continue to build flexibility into government structures to facilitate both partnership and communication with communities.	Successful completion of a long-term strategic plan	The Department's strategic plan, *Shaping Our Future,* was distributed to health and social services boards, GNWT departments, professional and non-government organizations, and governments and agencies of other jurisdictions. *Shaping Our Future* will be used in developing future business plans for both the Department and boards.
		Continued emphasis on interdepartmental and partner strategies (i.e. community corrections, Healthy Child Initiative)	The Department's strategic plan, *Shaping Our Future*, identifies strong partnerships as a priority area of investment for the health and social services system. These partnerships should be at all levels within the system, across government and with non-government organizations. The Department has continued to work with other GNWT departments, particularly the Social Envelope departments, to address health and social issues, including economic and environmental conditions that impact on health and well-being. Examples of partnerships include:

		Continued emphasis on interdepartmental and partner strategies (i.e. community corrections, Healthy Child Initiative) cont'd	· working with the Department of Justice for the screening and prevention of communicable disease in corrections facilities; · partnering with the Coroner's Office through the Childhood Fatalities Review Committee to review deaths attributable to injuries; · collaborating with the Department of Resources, Wildlife and Economic Development on the Rabies Prevention Program and on environmental health issues; · working with the Social Envelope departments to support the healing society for survivors of abuse at Grollier Hall and to further develop and implement the Early Childhood Intervention Initiative; and · collaborating with Education, Culture and Employment on the Healthy Children's Initiative - this initiative provides funding for the enhancement of programs and services which promote healthier children, families and communities.

DEPARTMENT OF JUSTICE

	Strategies	Outcome Measures	Target or Standard	Results Achieved
Provide safe, secure custody and control of offenders	Pursue alternatives to incarceration by returning the offender to the community whenever feasible. Options include: - Temporary Absences - Wilderness Camps (goal #2) - Community Justice initiatives (goal #3.a)	Percentage of eligible inmates reviewed for Temporary Absences	100% of files on eligible inmates reviewed after 1/6 of term served	100% of files were reviewed.
	Provide standardized training to institutional staff for security skills and offender management	Percentage of staff trained	100% of new staff trained	All new staff were provided training as they were hired.
		Develop training strategy for priority training needs of existing staff	Plan to address training deficiencies completed and ready to implement	A plan to address training deficiencies, as a basis for future training, was completed.
Provide effective community supervision of offenders	Provide funding and administrative support to health boards	Level of funding released to health boards, and staff dedicated to support	Maintain funding and support at current levels	Funding to health boards remained constant from the 1997/98 to 1998/99 fiscal years.
	Provide training to community corrections staff	Number of community staff trained	100% of community corrections workers trained	Approximately 85% of community corrections staff received training.
	Support camp operations	Current training program for camp operators	Program developed and ready to implement	A Program was developed and two training sessions were delivered.
Provide effective community supervision of offenders		Number of camp referrals	Maintain referrals within funding availability	Referrals were maintained and plans begun for the expansion of the number of camps available.
		Funding for capital needs	Maintain equitable funding allocations within funding availability	New funding was used to increase the number of camps in the Nunavut area.

				Results Achieved
Promote wellness, healing and restorative justice, and encourage decreased dependence on the formal justice system	Keep offender in the community through diversion whenever feasible by developing community capacity.	Level of contribution funding accessed	Maintain funding accessed at 100%	The budget for contribution agreements was fully allocated.
	Support tripartite community policing agreements	Number of community policing agreements signed	Increase agreements signed by 50%	The number of communities involved in the Community Constable Program which had either completed, or were in the process of negotiating an MOU with the RCMP increased 32% from the previous year.
	Promote the use of appropriate dispute resolution mechanisms	Criteria established and data collected	Baseline and 5-year trend finalized	Work in this area is in progress.
	Increase information and knowledge of mechanisms available to resolve disputes - establish resource centre	Number of materials produced, and number of persons assisted	Reduce number of hours of contested family law matters by 10%	An information officer was hired to provide information on this and other programs/services.
Effective and efficient legal services to department, designated agencies and boards	Define the lines of communication-client solicitor	Number of client service protocols	Protocols for 100% of client departments	Protocols are in place with 6 departments, and with the Chief Electoral Officer. A protocol with FMBS regarding Labour Relations matters are being finalized.

Effective and efficient legal services to department, designated agencies and boards (cont.)	Establish level of client satisfaction and determine client needs	Client questionnaires distributed	For 100% of client departments, needs identified and addressed	Client satisfaction surveys were sent to all departments Efforts were made to address any concerns that were expressed. Consideration was given to suggestions that were made to improve the provisions of legal services.
	Establish team approach in Legal Division	Distribution of caseload	Achieve equitable distribution	Efforts continue to equitably distribute caseload.

NWT HOUSING CORPORATION

Assist Northern Manufacturers to become self-sufficient businesses	Ongoing	The NWTHC provided some financial assistance to set up a Northern Manufacturers Association to provide a means for the manufacturers to help market their products through contractors and suppliers. The Corporation is also working to identify new markets for northern made products. Potential markets for these products exist in Alaska and through sales of housing packages to third parties such as the RCMP and Parks Canada. A total of 12 extra units were sold in 1998-1999.
Maximize levels of local and northern content in all Corporation housing projects	Ongoing	The Corporation's policy of using Northern manufacturers is applied to all Corporation programs. For 1998/99 delivery, the NWTHC completed a market price survey to ensure the Northern Manufacturer's pricing was within the policy guidelines of 25%. The Northern Manufacturers are able to compete with southern manufacturers successfully with this premium. The NWTHC continues to debundle tenders into smaller components to allow more local participants. Also, the Corporation received Cabinet permission to negotiate ten contracts with local development corporations who will maximize local labour and training. During 1998/99 94.34% ($7,443,427.13) of purchase orders were let to approved BIP suppliers. 100% of construction contracts were let to northern or local contractors.

Development of target group members for positions with both new governments	Ongoing	The Corporation has achieved a representative workforce of affirmative action candidates to over 40%. The Corporation has staffed 12 training and assignment opportunities designed for Aboriginal candidates in the Eastern and Western Arctic. This includes work under the government-wide Inuit Employment Plan and the Corporation's Western Arctic Employment plan.
Ongoing implementation of Plan 2000	Ongoing	The Corporation has identified a further 650 Plan 2000 projects for 1998/99. The two-year total of Plan 2000 will be 1,300 projects, in line with the target to be achieved.
Transfer housing programs and funding to communities	Ongoing	Currently, nine communities, out of the 47 which have LHOs, have assumed the responsibility for the housing programs and have amalgamated the LHO with the Hamlet/Band Operations. This equates to approximately 19% relative to communities that have housing operations. Wha Ti has recently signed a Partnership Agreement giving the community control over Public Housing and Homeownership Program delivery. In another 19 communities, the Corporation has delegated the delivery or portions of Homeownership Programs to community organizations.
Implement changes to provide LHOs with maximum decision-making, accountability and flexibility	Ongoing	The Corporation has approved LHOs to write-off rental arrears to a maximum of $10,000 through board resolution. Also, changes were made in the LHO funding formula to address local concerns such as contracts for security in seniors' homes.

Implementation of programs and services directed at assisting the development of private rental and homeownership housing markets	Ongoing	Through Corporation programs, over 800 families have left public housing to become homeowners in the last six years. This helps to create private housing resale and renovation work while freeing up rental units for low income families. The implementation of the Expanded Downpayment Assistance Pilot Program and mortgage and loan guarantees allows private sector funding to be used to deliver more housing. The implementation of the Minimum Downpayment Assistance Pilot Program is allowing families to become homeowners. This program is designed to stimulate the sale of homeownership units to create economic opportunities.
Coordinated lobbying at political, aboriginal group and bureaucratic levels to have the Department of Indian Affairs and Northern Development (DIAND) recognize and fund aboriginal housing needs in the Northwest Territories	Ongoing	The Minister met with the CMHC Minister, Minister of DIAND and other federal MPs to address the issue of the growing need for Federal funding to provide additional, new housing for aboriginal peoples.
Plans are implemented for the creation of two new Territories in line with Cabinet, and the Interim Commissioner's approval	Ongoing	Assistance is being provided to the new Deputy Minister for Community Government, Housing and Transportation and the current departments of Transportation, MACA and the NWTHC to coordinate efforts in establishing Nunavut. The Corporation has entered into agreements to provide technical and financial services to the Nunavut Housing Corporation.

DEPARTMENT OF EDUCATION, CULTURE AND EMPLOYMENT

		Results to Date
Build and strengthen partnerships with Aboriginal and community organizations involved with culture, heritage and language.	Frameworks completed and protocols in place for the cooperative management of historical resources.	The development of frameworks and protocols for cooperative management of historical resources has been delayed pending amendments to the NWT Archaeological Sites Regulations. Those amendments are anticipated by October 2000 following which the frameworks and protocols will be developed.
	Draft plan for museums/archives in Nunavut by October 1998.	Consultations were held in Nunavut to identify priorities for museum and archives development, and a report containing recommendations was completed. Preliminary plans were identified for dividing the museum and archives collections at the Prince of Wales Northern Heritage Centre.
	Aboriginal language communities with long range language plans developed for language research development and promotion by March 1999.	Terms of reference for developing long-range language plans were developed and provided to language communities. Strategic plans for Inuvuluktun, Gwich'in, Dogrib, South Slavey and Cree were completed by March 1999. Strength from Culture Guiding Committee established to support education that reflects & promotes culture-based education. The professional standards for interpreter/translator certification have been developed. Certification also requires community language standards, which must be developed at the community level. This phase of the Interpreter/Translator certification process has been postponed at the request of language communities as overall community-based language planning has taken priority. ECE intends to work with two Aboriginal language communities in 2000-01 to develop language standards.

Increase Aboriginal language use.	Interpreter/translator certification standards approved by language communities and by government by March 1999. All schools implementing Dene Kede and/or Inuuqatigiit curricula by end of 1998/99 school year. Number of Aboriginal language speakers increased.	Dene Kede for K-6 is in all schools. Inuuqatigiit is in place in all K-12 schools in the Beaufort Delta. Currently, the GNWT does not have a mechanism for tracking changes in Aboriginal language use on an annual basis. The 2001 Canada Census will allow a comparison with 1996 figures. Training to Aboriginal language Teachers through Aurora College/DEC partnership delivered in 3 regions.
Integrate Early Childhood Program and the Healthy Children Initiative toward a comprehensive system of programs and services.	More family-centered community-based early childhood and youth programs and services meeting health and safety standards. Families in need able to access child care programs. Operators report ability to access programs and services, including early intervention. All regions report plans by March 1999.	The number of licensed programs has stabilized. Training continues to be available for Early Childhood Educators. There has been an increase in the number of licensed Early Childhood programs accessing Healthy Children and user subsidies. Resources to support programs and services fully subscribed. Implementation of the National Child Benefit resulted in assistance to 6,000 families benefiting 13,000 children in 1998-99.

Establish a Territorial Children and Youth Agenda framework in co-operation with Health and Social Services, Justice, and Municipal and Community Affairs.	Reduced number of children/youth in poverty in 1999. School participation increased.	
Increase access to educational opportunities.	Grades 10-12 available in all communities by 2000.	1998/99 98% of NWT students have access to Gr 10 in home community; 96% of NWT students have access to Gr 11 in home community; 92% of NWT students have access to Gr 12 in home community;
Increase student support.	Increase in training opportunities available via distance learning technology.	1998/99 Work begun on the development of Northern Studies for distance education delivery. Instructional design, production and deliver on-line NWT Northern Studies 10 curriculum Pilot in 6 communities.
	Double secondary graduation rate by 2003.	1999 Graduation rate of 41%, up from 37% in 1997.
	More community-based student support networks.	Tracking system being developed to report on 1998-99 high school leavers.
Improve the quality of secondary schooling.	Increase in school leavers enrolled in post secondary education within 1 yr. Increase in school leavers employed within 1 year.	The second edition of Towards Excellence was published February 1999. Work began immediately on a third edition (1998/99) to be completed December 1999. Future reports will be published biannually.

Develop a teaching workforce representative of the population served.	Indicators report completed by March 1999. Improved achievement in NWT and national assessments. Teaching workforce representative of the population served by 2005. Increase in students enrolled in co-op programs. More students taking CTS modules. More students enrolled in Schools North Apprenticeship Program (SNAP).	SAIP Reading and Writing Results released March 1999. For the first time, results are available separately for the new NT. Performance for both age groups was below Canada overall. There are similarities between NWT results and those of jurisdictions where the language and culture of the school is different from that of the majority population. (i.e. Francophone outside Quebec) Teacher Education Strategy developed. Multi-media campaign promoting teaching as a career. TEP program delivered in Sahtu and Fort Smith. Aurora College introduced co-op Management Studies in 1997-98. Twenty-two students were successfully placed in 1998. Development of CTS course for teachers to instruct CTS students on how to train. Ten students in SNAP for 1997-98 and 12 in 1998-99.

Increased access to post-secondary programs.	Greater number of communities with access to the internet for instruction.	Communications Links through high-speed network have been established in all CLC's, libraries & schools. On-going development of Virtual School including interface, links to other ed-institutions, resources & databases. Preparation made for Special Needs Assistant Training program to be delivered to all regions via distance delivery.
Increase student support.	Increase in first time SFA recipients.	SFA enrolments had slight decrease as the NWT economy improved. In 1998-99, 6% of NWT residents aged 18-64 years were in full time post secondary studio compared to 5% in Canada.
	Post secondary student enrolments at national rates.	2% of NWT Aboriginals had a degree in 1996. This is baseline information only. There were 164 graduates from Aurora College in 1998-99 (decrease from previous years due to fewer program offerings and more demanding diploma programs.)
	Double aboriginal degree holders by 2005.	64% of Aurora College graduates from 1997 were employed within their field within one year. Another 20% went on to further education full-time.
Improve quality of northern post-secondary programs.	Increase in completion rate for all northern post-secondary programs.	Discussion initiated for Northern Nursing transfer. A partnership entered into by Aurora College and NAIT for Electronics Engineering Technology.
	90% of graduates from northern college trade, certificate and diploma programs, who are active in the workforce, obtain employment in their field within one year of completion.	Third year university courses for Teacher Education delivered.

	Increase credit transfer arrangements to other institutions for all diploma programs. 75% success rate for northern college graduates who attend further education/training in their field. Increase number of final year university degree programs delivered in the NWT by 2000. Increase university courses in professional fields for each territory	
Integrate Income Support Programs to enable self-sufficiency. Implement Labour Force Development Plan. Implement Northern Employment Strategy in co-operation with Resources, Wildlife and Economic Development.	Increase in Income Support clients making "productive choices". Increase in communities delivering Income Support programs. More communities with access to employment information on the Internet. Framework programs and services access in place by March 1999. 50% of government employees in Nunavut are of Inuit descent. Western NWT Human Resources strategy draft by April 1999.	All income support clients (except those in the Community Support category) are required to enter into a productive choices agreement. 13 communities delivered income support through a contract. Communication links established in all communities to DCN. North Work Information Net (Northwin) established to provide career and labour market information. Achieved Completed but not actioned as funding was not available. 545 students and youth supported and $1 million budget was fully submitted. 8,000 work weeks generated.

Strategies	Targets	Results Achieved
	Increase in youth and northern employment. 10,000 work weeks generated by "Working Together" Increase in northern residents in professional and other occupations. Increase number of established occupational standards. Increased number of communities engaged in employment planning. Implement Northern Employment Strategy	2001 Census Data will report data on occupational groupings. Standards developed for Interpreter/Translator & Furrier. Work commenced for Security Officer and Diamond Polisher. Working Together and Northern Skills Development Program implemented in all regions.

DEPARTMENT OF TRANSPORTATION

DEPARTMENT OF TRANSPORTATION
1998-99 Results Reports

[illegible]	Strategies	Outcome Measures	Target/Standard	Results Achieved
1. Lower cost of transportation in the north.	Accelerate reconstruction of Highway #3.	1.Travel time. 2.Vehicle operating/ maintenance breakdown costs.	Vehicle operator costs will be reduced by 10% through reduced travel time and vehicle wear and tear.	Approximately 70% of Highway (#3) is paved, reducing travel time and vehicle wear and tear.
	Extend the window of operation of the Mackenzie Valley Winter Road.	Number of days surface access.	Winter road season is increased in length by 50% over that for 1996/97.	The winter road was open for 43 days in 1998/99 (Feb 1 – Mar 15) compared to 31 days in 1996/97.
	Facilitate direct marine resupply to Keewatin communities.	Cost of marine transportation and community re-supply.	$3 million annual savings to consumers over that for 1996/97 costs.	Nunavut specific – not reported.
2. Stimulate growth of northern economy.	Find new sources of financing for transportation infrastructure.	Amount of money spent on transportation infrastructure compared to approved Vote 2 budgets.	The Department is targeting a 30% increase over its 1997/98 Capital base for highways.	No new sources of financing were identified, however the 97/98 budget of $12.7 M for Highways was increased in 98/99 to $17.6 M through budget reallocation. This constituted a 28.5% increase.
	Sustained participation by northern interests in contracting opportunities for transportation programs & services.	% of contracts and value of contracts awarded to northern firms.	Northern content levels will be maintained at a level of greater than 90%.	The target was exceeded with 93% of all contracts being awarded to local/northern contractors and 95% of the total contract value being attributed to local/northern contractors.

	Market airport business opportunities and remove barriers to conducting business on airports.	1. # of new businesses on airports. 2. Revenues from business operating on airports.	1.Increase number of businesses on airports by 10% over 1997/98 levels. 2.Increase airport revenues by 15%.	Six new businesses opened on airports. This represents an increase of approximately 4% over 97/98. However, it adjusted to account for closures, the net result is negative. Revenues increased by 15.1%, totals for 97/98 - $3,258,347 for 98/99 - $3,839,014 .
3. Improve northern business and employment opportunities.	Sustained northern employment on highway construction and maintenance contracts.	Number of person days of northern employment.	Maintain northern employment at 90% or greater participation.	During 1998/99, 26 major contracts ($100K+) were surveyed for local and northern employment. Results showed that 93% of employees were northern and of those, 78% were local. The planning target was exceeded.
4. Greater involvement of community governments in management & delivery of transportation programs.	The ownership and full responsibility for the development, management and operation of airports to local authorities will continue.	Number of airports transferred.	15 of 52 airports will have been transferred to local authorities.	The original target included Nunavut Airports. In the NWT, the maintenance and operation of two airports and one Community Aerodrome Radio Station formerly carried out by department staff or private contractors were contracted to municipal governments.
5. Reductions in fatalities, injuries and property damage due to accidents on highways, airports and waterways.	Introduce new initiatives to reduce the incidence of impaired driving.	1. Number of impaired driving convictions. 2. Number of repeat offenders. 3. Number of alcohol related vehicle accidents, fatalities and injuries.	1. The incidence of impaired driving will be reduced by 10% as indicated by fewer convictions and repeat offenders. 2. Accidents, fatalities and injury rates for alcohol related vehicle accidents will decline from 1997/98 levels.	The number of impaired driving convictions dropped to 373 in 1998 from 401 in 1997, a decrease of 6%. However the alcohol-related accident, injury and fatality rate for 1998 remained virtually unchanged from 1997.

Goal	Strategies	Outcome Measures	Target/Standard	Results Achieved
	Continue to take the lead role with the Canadian Coast Guard and MACA in the delivery of the Small Boat Safety Awareness Program.	Number of deaths in boating accidents.	10% reductions in deaths.	4 fatalities due to drowning connected with boating incidents were reported in 1997. In 1998 there were 6 fatalities due to drowning connected with boating. While this reflects a 33% year over year increase, it must be noted that 5 of the 6 fatalities were associated with one incident.

DEPARTMENT OF RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT
1998-99 Results Reports

Strategy	Anticipated Results	Results Achieved
Focus on Community Development and Partnerships	Transferring all remaining Economic Development Officers (EDO) positions to communities and in cooperation with communities, Education, Culture and Employment and Municipal and Community Affairs determine the training needs for community EDO positions with the intent of developing and facilitating training and support programs.	All communities that have made the request have had the EDO position transferred to them.
	Identifying, researching and delivering new support services and information required by regions and communities for effective planning and decision making (i.e. the Economic Framework, Community Databases, Community Profiles, Community Round Table Initiative).	The Economic Framework, Community Profiles, and Community Database were completed and delivered. Upgrades to the information contained in these packages are ongoing. One Community Round Table Initiative was developed in the Keewatin Region. It is expected that other regions will follow in time.
	Coordinating and promoting the Northern Employment Strategy (NES) and community development initiatives.	Funding for the NES was terminated on April 1, 1999. In 1998/99, NES dollars were invested in the following programs: • Business Development Fund including the Community Initiatives Program, and Grants to Small Business programs: $5.5 million/year. • Community Futures (CF) Program: $3.0 million/year. Based upon applicant information, it was estimated that NES investment generated approximately 400 full time and 600 part time jobs, levered approximately $9 million in additional funding, resulted in NWT purchases in the order of $13 million and initiated over 100 community-based initiatives. The NES was also instrumental to the expansion of the highly successful Community Futures (CF) program from four regions of the NWT to all eight regions. The NES investment in CF was used to create revolving loan funds for five new Community Futures boards and to expand the loan funds of two established boards. These loan funds are used by local CF boards to create and expand small businesses.
	Seeking new partnerships to maximize community economic development, job creation, economic growth and labour force development.	Partnerships with other departments, governments and the private sector is ongoing. Some examples of these include: CS Lord Geoscience Centre (RWED, DIAND); West Kitikmeot/Slave Study (RWED, DIAND, Industry, non-government organizations); Business Service Centre (RWED, Chamber of Commerce); NWT Arctic Tourism (RWED, Tourism Association).

Build capacity in Nunavut	Completing the departmental division plans and, subject to approval, transfers an additional 16 PYs and $2.7 million to Nunavut Headquarters (Nunavut HQ).	Plans for this transfer were put on hold following direction on priority staffing needs for the Nunavut government.
	Developing and implementing Inuit recruiting and training plans for Nunavut HQ staff.	This work was ongoing as of April 1, 1999.
	Installing and administering a system to track and report departmental compliance with Nunavut Land Claims Agreement (NLCA) obligations.	A contract to identify departmental obligations under the NLCA was completed. Nunavut HQ staff reviewed the final report and began work on developing a system for compliance monitoring.
Simplify and Streamline Policies, Regulations, Programs and Administrative Procedures	With economic development partners, establishing a "one-window" funding agency in every region and seeking opportunities to delegate authority and resources for delivery of grants, contributions and loans to these regional organizations.	This has been accomplished in all regions through the establishment of Community Futures Organizations. A new model for consultation is being developed with the regions as vehicle for delivery of these products. The majority of grants and contributions programs and dollars are now administered by the regions. The authority to re-allocate funds among grant and contribution programs in light of unique regional priorities has also been delegated to Superintendents.
	Implementing equitable distribution of funding for harvester support programs.	The majority of grants and contributions programs and dollars are now administered by the regions. The authority to re-allocate funds among grant and contribution programs in light of unique regional priorities has also been delegated to Superintendents.
	Developing a "one-window" approach for the *Tourism and Wildlife Act* and all other departmental licensing requirements.	Preliminary internal discussions have been held regarding licensing under the *Tourism* and *Wildlife Acts*. Further work on this initiative was suspended pending the completion of work and public consultation on the development of new wildlife legislation.
	Continuing to support Regulatory Reform Initiative being led by the Executive.	The *Regulatory Reform Measures Act* tabled on June 4, 1998, sets out a new voluntary compliance mechanism under the *Environmental Protection Act*.

	Anticipated Results	Results Achieved
Develop a NWT Protected Areas Strategy (PAS)	In 1998/99 the Department will continue to build consensus toward finalizing the PAS and begin implementing specific components of the strategy.	An Advisory Committee, consisting of representatives from the two levels of government, western Aboriginal organizations, industry and environmental organizations completed a strategy in February 1999. In April 1999, the PAS was approved by Cabinet and signed by Minister Kakfwi on behalf of the GNWT. The Minister of Indian Affairs and Northern Development was forwarded the PAS in April and asked to sign on behalf of the federal government.